STAFF STUDY

Submitted

by

Chaplain (Capt) Wm. L. Jobson Jr.

16-A-C22

US Army Chaplain School
Ft. Hamilton, N. Y.
080800 April 1963

File No. 201.4

SUBJECT: Chaplain Assignments

1. PROBLEM. To determine whether chaplains should be assigned on a "need" and "area" basis rather than by TOE.

2. ASSUMPTIONS.
   a. The Army as a whole is conditioned to the policy of chaplains being assigned directly to a unit and responsible to a commander.
   b. The existence of STRAC units in the Army will continue to necessitate TOE assignment of chaplains.
   c. For the best coverage from a qualitative standpoint assignment by TOE would seem to be best.

3. FACTS BEARING ON THE PROBLEM.
   a. Commanders who are desirous of chaplain services prefer to have direct command control over them.
   b. The great majority of chaplains prefer a primary unit loyalty even though they may be called on to render "area" coverage. (See Annex B)
   c. Certain major units in the Army, namely STRAC units, cannot cope with chaplain personnel problems when called upon to perform their mission.
   d. The best professional qualities are brought out in a chaplain who works within a relatively stable set of circumstances.
   e. The current regulation (AR 165-15, dtd 7 Nov 60) assumes that chaplains will be assigned to units and function as a special staff officer. (See Annex A)

4. DISCUSSION.
   a. Advantages of assigning chaplains by TOE
      (1) A significant percentage of a sampling of career chaplains prefer to be assigned directly to a unit because of the close relationship that developes with a commander and staff. (See Annex B)
      (2) Commanders are predisposed to give full support to a chaplain who is part of his unit.
      (3) Chaplains will give a better account of them-

selves professionally when working under a commander and with a staff.

(4) Assignment to a unit closely approximates the civilian counterpart of serving a parish.

(5) The chaplain assigned by TOE will still be capable of giving coverage, i.e., counselling, Character Guidance and religious services to other units in the area.

(6) Under the present system of efficiency evaluations it is a distinct advantage for a chaplain to be primarily responsible to one commander.

(7) The Army as whole will benefit by continuing to assign chaplains by TOE and as the local situation dictates given additional responsibilities of area coverage. (See Annex C)

b. Disadvantages of assigning chaplains by TOE

(1) It places a continuing responsibility of coordinating on the Post Chaplain to carry out his mission of religious coverage to the entire installation.

(2) It fosters the feeling of exclusive rights in the commander in his relation to his chaplain.

(3) It causes the chaplain to concentrate his efforts in the unit to which he is assigned.

(4) If the chaplain has primary responsibility for one unit his value as a staff officer to other units will be seriously limited.

(5) It seriously limits the Post Chaplain in carrying out his assigned mission of post-wide religious coverage. (See Annex D)

c. Advantages of assigning chaplains on the basis of "area" or "need."

(1) It would bring all chaplains assigned to a post under a centralized supervisory control.

(2) It would relieve the chaplain of primary respnsibility to a commander and permit a fuller concentration on his religious duties.

(3) It would permit the Post Chaplain to make maximum use of chaplain personnel.

(4) It would eliminate the possibility of negative command-chaplain relationships and confine

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problems to technical channels.
(See Annex E)

5. CONCLUSION. The established practice of assigning chaplains by TOE should be continued when indicated and proper coordination made with the appropriate commanders when additional duties of "area" coverage are given.

6. ACTION RECOMMENDED.
   a. That the conclusion in paragraph 5 be approved.
   b. That the attached Annexes A,B,C,D,E and F be forwarded to the Department of the Army.

Wm. L. Jobson Jr.
Chap (Capt) USA
US Army Chaplain Sch
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ANNEXES: A Extracts from AR 165-15
B Informal interrogation of Career Class
C Elaboration of par 4, sect a
D Elaboration of par 4, sect b
E Elaboration of par 4, sect c
F Cover letter for the Commandant

CONCURRENCES: Omitted
NONCONCURRENCES: Omitted
CONSIDERATION OF NONCONCURRENCES: Omitted
ACTION BY APPROVING AUTHORITY:

Approved (disapproved), including (excluding) exceptions.

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SUBJECT: Extract from AR 165-15

TO: Commandant
US Army Chaplain School
Ft. Hamilton, N.Y.

AR 165-15, sect 2, par 2, dtd 7 Nov 60

a. The status of the chaplain in the Army is that of a religious leader and a staff officer. His duties are those which normally pertain to his profession as a clergyman and those which are prescribed by law, modified by the mission and distinctive conditions and circumstances of the Department of the Army.

b. The chaplain is on the staff of the commander.

Annex B to Staff Study (Assignment of Chaplains) 8 Apr 63

US Army Chaplain School
Ft. Hamilton, N.Y.

File No. 201.4

SUBJECT: Interrogation of Chaplain Career Class

TO: Commandant
US Army Chaplain School
Ft. Hamilton, N.Y.

1. Approximately 75% of the career class 16-A-c22 stated their preference to be assigned by TOE rather than on a "need" or "area" basis.

2. Without exception they believed that the chaplain's command relationship and their status as a member of the special staffprovides the best possible framework for the chaplain to work in.

3. For purely career considerations it is felt that assignment by TOE is the most beneficial.

Annex C to Staff Study (Assignment of Chaplains) 8 Apr 63

US Army Chaplain School
Ft. Hamilton, N.Y.

File No. 201.4

SUBJECT: Elaboration of par 4, sect a

TO: Commandant
US Army Chaplain School
Ft. Hamilton, N.Y.

1. In order that the chaplain serve as an effective tool of command in matters pertaining to morals, morale and religion, he must be in a position to render advice to the commander at the time it is needed.

2. The chaplain's effective relationship to a single commander, while admittedly an exclusive one, is better than being spread too thinly on the basis of "area" coverage, and having neither the time nor the energy to function creatively with several commanders.

3. The great majority of clergymen, whether in or out of uniform, are oriented toward the pastoral-parish ministry. The size of a parish very definitely has optimum limits. The larger the parish, the less real relationship the clergyman has to it. This is no less true of the Army religious community. Therefore, it would seem feasible that the chaplain have a primary unit loyalty, rendering such other coverage as time and physical stamina permit.

4. Basic unit loyalty, accompanied by proper coordination and technical supervision, can be a workable plan for the widest possible religious coverage. Assignment by TOE does not rule out the possibility of the chaplain being used on the basis of "area" or "need." If commanders were properly appraised and brought into the total picture of the overall need for religious coverage, it is believed that a spirit of cooperation would be engendered.

5. The uni-lateral relation between a chaplain and a commander lends itself to a more objective analysis of the chaplain's work than the multi-lateral relation that would exist between several chaplains and a supervisory chaplain. The commander would be more disposed to evaluating a chaplain on his merits, while the supervisory chaplain may evaluate on the basis of subjective, preconceived theological ideas that are relevant only to his own denomination. It is concluded that the chaplain's career is enhanced by his relation to a unit.

Annex D to Staff Study (Assignment of Chaplains) 8 Apr 63

US Army Chaplain School
Ft. Hamilton, N.Y.

File No. 201.4

SUBJECT: Elaboration of par 4, sect D

TO: Commandant
US Army Chaplain School
Ft. Hamilton, N.Y.

1. The Post Chaplain on any military installation has responsibility for coordinating the religious program in its entirety. When chaplains are assigned by TOE the Post Chaplain is limited in control and must resign himself to purely technical supervision. Chaplains who feel exclusive loyalty to a unit, and commanders who are reluctant to share their chaplain on the basis of "need" tend to compound the problem.

2. One of the chief functions of the chaplain as a special staff officer is to advise the commander on matters pertaining to religion, morale and morals of personnel within the command. However, it is not realistic to assume that a chaplain can function as effectively with the command and staff of two or more units. To be effectively related to a commander and a staff is time consuming and to multiply this relationship would bring diminishing returns from the chaplain, quantitatively and qualitatively.

Annex E to Staff Study (Assignment of Chaplains) 8 Apr 63

US Army Chaplain School
Ft. Hamilton, N.Y.

File No. 201.4

SUBJECT: Elaboration of paragraph 4, sect E

TO: Commandant
US Army Chaplain School
Ft. Hamilton, N.Y.

1. The chief advantage of assigning chaplains on the basis of "area" or "need", assuming that TOE assignments were abandoned, would be to bring all chaplain personnel under a single supervisor, the Post Chaplain. This would greatly assist the Post Chaplain in organizing and carrying out a religious program. Distribution of work would be relatively easy and individual qualifications could be utilized to the maximum. It would also assure equality of coverage, i.e., there would be no heavy concentration of coverage in one unit and token coverage in others. Maximum flexibility of the chaplain section would be a further advantage. Here the supervisor would have considerable freedom in the utilization of personnel to meet the changing, growing needs of the military community.

Annex F to Staff Study (Assignment of Chaplains) 8 Apr 63

US Army Chaplain School
Ft. Hamilton, N.Y.

File No. 201.4

SUBJECT: Cover letter for the Commandant of the Chaplain School

Inclosed is a Staff Study made by a student of the Chaplain Officer Career Course, 16-A-C22. This is forwarded for your consideration.

Gerald R. Kennedy
Chap (Col) USA
Commandant